	SECTOR	YEAR	KEY STATISTICS						PURCHASING					TRANSFORMATION					ANALYTICS					
			Typical Spend	(G)lobal, (E)urope, (N)ational, (L)ocal	Public Sector	Number of business units / locations	Team size	Savings	Purchasing management	x-Functional category management	Supply chain optimisation	Make-or-buy and outsourcing	Purchasing re-organisation	Portfolio & Project Management	Value Stream / SCM Mapping	Project Management Office (& Value Mgmt)	Risk Management (Project / Supply chain)	Facilitation, Training & People Development	Benefits Tracking	Data warehous & Business Intelligence	ERP and Enterprise wide systems	Purchasing related spend analysis	Benchmarking & Performance Systems	Data remapping and categorisation
INDUSTRY	Oil & Gas EPC (McDermott)	1981-89	£500m	L		1			○	◑	○	○	○	◑	◔	◑	○	○	○	◑	◑	○	◔	○
	Software Development	1989-91		L		1			○	○	○	○	○	◑	○	○	○	○	○	○	○	○	○	○
	Oil & Gas EPC (JBE&C)	1991-96	£40-£300m	L		5	5	20%	◔	●	◑	○	○	◑	◔	●	◕	◔	◑	◔	◑	◔	◔	○
(CAP GEMINI) ERNST & YOUNG	Various	1996-98		G		1			◑	◔	◔	◑	◑	◑	◔	◔	◔	○	○	○	◔	◔	◔	○
	Utility Distribution	1997		L		1			○	○	○	○	○	○	○	◑	◔	◔	○	○	○	○	○	○
	Offshore Oil & Gas Sector	1998	£3bn	N		30	2	20%	○	◑	●	○	○	◔	●	◔	◔	●	◔	◔	○	○	●	○
	Pharmaceutical (Capital Spend)	1999	£500m	G		20	10	5%	◑	◕	◑	○	●	◑	◔	◔	◔	◕	●	◑	◔	◕	◔	◔
	Telecoms	2000	€100m	G		15	16	20%	◔	●	◔	●	◕	◕	◕	◑	◔	◑	◔	◔	◔	◑	◑	○
HERMETICA CONSULTING LIMITED	Telecoms	2001-02	€100m	E		15	5	30%	◔	●	◔	◑	○	◔	○	◔	◔	◔	◑	◔	◔	◔	◕	○
	Engineering / Manufacturing	2002-03	£100m	E		6		20%	◑	◑	◑	●	◑	◑	◔	◔	◔	◔	◕	◕	◕	◕	◔	◑
	Health	2003-04	£1bn	N	✓	40	20	6%	◑	◕	◔	○	◑	◔	◔	◔	○	◑	◑	◑	◔	◕	◔	◑
	Health & Education	2004-05	£40m	L	✓	1	2		●	◑	○	◕	◑	◔	○	◔	○	◑	○	◔	○	◑	○	○
	Computer Manufacturing	2005-06	€450m	L		2	45	10%	◑	●	◕	○	○	◑	◑	◔	○	◔	●	◔	◑	◑	◔	○
	Government & Social Care	2006-11	£1-£9bn	N	✓	150	4		◑	◔	◑	◑	○	◑	◕	◑	◔	◕	◔	●	◕	◕	◑	●
	Automotive	2011-12	€4.5bn	N		5	1		◔	◔	○	○	◔	○	◔	○	●	◔	◔	●	●	●	◔	●
	Engineering / Manufacturing	2012-13	€1.5bn	E		7	261	5%	●	◔	○	◔	◕	○	◔	◔	◔	◔	◑	◑	◑	◕	◔	◔
	Wind Energy	2014-15	€2.2bn	N		5	30		●	◔	◑	○	◕	◔	○	◔	◕	◔	◔	●	●	●	◔	◑